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Operational activities of the United Nations for development cooperation

Functioning of the resident coordinator system, including costs and benefits**

Report of the Secretary-General

Summary

The present report has been prepared in response to General Assembly resolution 62/208 on the United Nations system triennial comprehensive policy review of operational activities for development, in paragraph 93, of which the Assembly requested the Secretary-General to report on an annual basis to the Economic and Social Council at its substantive session on the functioning of the resident coordinator system, including costs and benefits.

The present report assesses progress in the functioning of the resident coordinator system since the 2008 report (E/2008/60). As requested by the Economic and Social Council at its 2008 session, it reviews participation and support to the functioning of the resident coordinator system by the United Nations organizations. The report, moreover, places a special focus on coordination in countries in crisis and post-crisis situations, taking into account the multiple roles of the resident coordinator in those situations. It also provides an update on the funding of the resident coordinator system, and indicative benefits of coordination, including harmonization. It concludes with some recommendations for consideration by the Council.

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** The delay in the submission of the present report was due to extensive consultations with various organizations.

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I. Introduction

1. The present report has been prepared in response to General Assembly resolution 62/208 on the triennial comprehensive policy review of United Nations system operational activities for development, in paragraph 93 of which the Assembly requested the Secretary-General to report on an annual basis to the Economic and Social Council at its substantive session on the functioning of the resident coordinator system, including costs and benefits. The present report builds on the first report in 2008 (E/2008/60) which provided an overview of the structure and functioning of the resident coordinator system, associated costs, funding and value added of system-wide coordination.

2. The resident coordinator system forms the backbone of efforts to coordinate the United Nations operational activities for development under national ownership and leadership. It has therefore been at the forefront of reforms to improve the functioning, coherence and impact of the United Nations operational work.

3. The present report assesses progress in the functioning of the resident coordinator system since the 2008 report. As requested by the Economic and Social Council at its 2008 session, it reviews participation and support to the functioning of the resident coordinator system by the organizations of the United Nations system. The report, moreover, places a special focus on coordination in countries in crisis and post-crisis situations, taking into account the multiple roles of the resident coordinator in those situations (see Council resolution 2008/2, para. 17, and General Assembly resolution 62/208, para. 76). It also provides an update on benefits brought about by coordination as well as on costs and funding of the resident coordinator system. It concludes with some recommendations for consideration by the Council.

4. The present report should be read in conjunction with the reports by the Secretary-General on: (a) results achieved and measures and processes implemented in follow-up to General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system; (b) human resources challenges within the United Nations development system at the country level and recommendations for improvement; (c) simplification and harmonization of the United Nations system. The report on human resources challenges covers recruitment, selection and training of resident coordinators.

II. Enhanced management of the functioning of the resident coordinator system

A. Management and accountability framework

5. The General Assembly has repeatedly underscored that the resident coordinator system is owned by the United Nations system as a whole and that its functioning should be participatory, collegial and accountable.

6. In paragraph 58 of its resolution 59/250 on the 2004 triennial comprehensive policy review, the General Assembly accordingly requested the Secretary-General, in consultation with the United Nations Development Group and the United Nations

System Chief Executives Board for Coordination to develop a comprehensive accountability framework for resident coordinators to exercise oversight of the design and implementation of the United Nations Development Assistance Framework, in a fully participatory manner. The 2005 World Summit also highlighted a strengthened role for the resident coordinator, including through appropriate authority, resources and accountability. The General Assembly, in paragraph 90 of its resolution 62/208 reiterated this guidance.

7. Major milestones were reached in the last two years in strengthening the building blocks of the accountability within the resident coordinator system through: (a) a reformed United Nations Development Group governance structure; (b) agreement on the resident coordinator's functions and working relations with the United Nations country team; and (c) an improved performance appraisal system for the resident coordinator/Humanitarian Coordinator/Designated Official for Security and the United Nations country team.

1. The United Nations Development Group governance structure

8. In October 2007, the United Nations Development Group became the third pillar of the United Nations Chief Executives Board for Coordination. The division of labour between the Development Group, the High-level Committee on Programmes and the High-level Committee on Management has been clarified, with the Development Group focusing on coordinating the approach to operational activities at the country level.

9. As part of the new United Nations Development Group governance structure, an Advisory Group was established in April 2008. Its 13 members provide guidance to the Development Group Chair on coherence of country-level development operations and management of the Resident Coordinator system and to support the United Nations country teams experiencing particular problems or challenges. The Advisory Group is currently composed of 10 agencies with most significant country engagement and regional presences, and 3 agencies with more normative focus, including non-resident agencies. The functioning of the Advisory Group is to be assessed a year from its establishment. The United Nations Development Group working groups were also streamlined in order to better focus on priorities.

10. The revised United Nations Development Group governance framework is reflected in the management and accountability system of the United Nations development and resident coordinator system, including the "functional firewall" for the resident coordinator system (the management and accountability system) adopted by the United Nations Development Group in August 2008 and endorsed by the Chief Executives Board for Coordination in October 2008. The framework covers the functioning of the resident coordinator system at all levels. These agreements represent a shared vision that while the resident coordinator system is managed by UNDP on behalf of all the members of the United Nations system, it is owned by the United Nations system as a whole and that its functioning should be participatory, collegial and accountable. The framework further delineates the programmatic and operational development role of UNDP and its functions performed on behalf of, and in support of, the United Nations system. The United Nations Development Group approved an implementation plan for the management and accountability system in January 2009.

11. The regional directors teams have become a key component of the United Nations Development Group governance and accountability with four critical functions: (a) technical support to resident coordinators and United Nations country teams; (b) quality support assurance of UNDAF and One Programmes; (c) performance management of resident coordinators and United Nations country teams; and (d) helping United Nations country teams with troubleshooting. The capacities of the regional directors teams are being assessed with the aim of strengthening them.

2. Updated resident coordinator functions and United Nations country team working relations

12. The UNDG has agreed on updated functions for the resident coordinator, as well as guidelines on United Nations country team working relations and a dispute resolution mechanism in January 2009. The guidelines define how the resident coordinator leads and how United Nations country team members work as a team, as well as their mutual accountability. The updated resident coordinator functions reflect a fuller set of responsibilities based on the 2004 and 2007 triennial comprehensive policy reviews; recent intergovernmental normative mandates and the multiple functions which may be assigned to the resident coordinator in certain country situations as the Humanitarian Coordinator, Deputy Special Representative of the Secretary-General and Designated Official for Security.

13. In accordance with the management and accountability system and its implementation plan, the agreed long-term vision is that the resident coordinator will have an equal relationship with, and responsibility to, all United Nations country team member agencies and will be empowered by clear recognition by each organization of his/her role in strategically positioning the United Nations in the country. S/he will be supported, as required, through access to agencies' technical resources as agreed with the agencies' representatives, balancing available resources with tasks to be performed. The resident coordinator is expected to be an excellent team leader who can represent the whole United Nations system effectively.

14. In paragraph 92 of its resolution 62/208, the General Assembly urged the United Nations system to provide further financial support for the resident coordinator system and to ensure that resident coordinators have the necessary resources to fulfil their role effectively. Despite the considerable expansion in the resident coordinator's responsibilities and the complexity of the tasks assigned to the post, there is as yet no formal framework addressing the resources needed to support the functioning of the resident coordinator system especially at the country level, and the resident coordinator, in particular, in carrying out his/her multiple functions.

3. Improved resident coordinator/humanitarian coordinator/designated official and United Nations country team performance appraisal system and reporting

15. The appraisal process of the resident coordinator is aligned with the management and accountability system. A full cycle has been established that links planning, appraisal, resident coordinator/humanitarian coordinator/designated official and United Nations country team reporting, and competency development.

16. The system comprises three components: (a) self-assessment by the resident coordinator/humanitarian coordinator/designated official, and self-assessment by the

United Nations country team as a collective team; (b) the 180-degree competency development tool (which measures and seeks to develop team behaviours and competencies); (c) the United Nations system feedback on the performance of the resident coordinator/humanitarian coordinator/designated official.

17. Drawing lessons from earlier iterations and responding to more recent developments, improvements in the performance appraisal system have aimed at:

(a) A deepening of the principle of mutual accountability capturing both the resident coordinator/humanitarian coordinator/designated official and United Nations country team performance results;

(b) A strengthened integration of the resident coordinator, humanitarian coordinator and designated official functions and performance reporting thereon. The Office for the Coordination of Humanitarian Affairs, the Department of Safety and Security, the Department of Peacekeeping Operations, and the Department of Political Affairs are involved in the appraisal system, where relevant, concerning the function of the humanitarian coordinator, designated official and Deputy Special Representative of the Secretary-General or Deputy Special Coordinator or Executive Representative of the Secretary-General, as the case may be those of the resident coordinator;

(c) A streamlined process with clear responsibilities and time frames at every stage.

18. There is a need to support resident coordinator/humanitarian coordinator/designated officials and United Nations country teams in improving the formulation of the key planned results that will form the basis of the assessments, and also in the quality of their self-assessments. Not all provide strategic perspectives and combine a qualitative with quantitative basis of performance. There is also a need to continue to improve the appraisal tool to ensure that it is objective, transparent and fair; remains manageable and enables a reciprocal appraisal between the resident coordinator and United Nations country team members.

19. System-wide engagement in the appraisal process through the United Nations System Chief Executives Board for Coordination has remained minimal. As this expansion of the appraisal process to the United Nations system continues to be strengthened, it is expected that more substantive inputs will be received from United Nations System Chief Executives Board for Coordination agencies in the future through an enhanced feedback system.

20. In 2009 the UNDG is globally implementing an improved 180-degree resident coordinator and United Nations country team competency development tool to serve as a basis for appraisal and targeted enhancement in individual and team competencies. The tool is also being improved to enhance its developmental component and its ability to distinguish individual versus team performance. Efforts are being made to align these tools with agency-specific tools.

21. Through the management and accountability system implementation plan, further efforts will address support by agencies in ensuring participation in the 180-competency assessment mandatory for their United Nations country team members. There is need for recognition at the highest level by agencies through the United Nations System Chief Executives Board for Coordination, of the importance

of the resident coordinator/humanitarian coordinator/designated official and United Nations country team appraisal system as an accountability tool for United Nations system results at the country level.

22. Regarding accountability to the government, it may be recalled that the resident coordinator, with the support of the United Nations country team, reports to the government on progress achieved against the outcomes of the United Nations Development Assistance Framework.

23. The above changes are strengthening the management and accountability of the resident coordinator system, and respond to a number of issues raised at the country level by resident coordinators, United Nations country teams and by the United Nations system as a whole regarding the leadership by the resident coordinator and his/her accountability.

B. System-wide participation and support to the resident coordinator system

24. The General Assembly, in paragraph 92 of its resolution 62/208, urged the United Nations system to provide further financial, technical and organizational support for the resident coordinator system.

25. Overall, there has been a marked increase in system-wide participation in the resident coordinator system. Participatory decision-making and coordination now characterize the conduct of business at all levels in the United Nations system. The extent and degree of participation by United Nations organizations remains uneven, particularly at the regional and country levels.

26. Some organizations (e.g., UNICEF, UNFPA, WFP, WHO, FAO, ILO, UNEP, IFAD, UNAIDS, UNCHR) have articulated support to the resident coordinator system as part of their medium-term strategy, programme of work or specific action plans on the triennial comprehensive policy review, and/or inter-organizational cooperation policies. Among specialized agencies, the FAO and WHO governing bodies have given specific directives to the executive heads for the implementation of the triennial comprehensive policy review resolutions. While agencies may cite their support to and participation in the resident coordinator system in reporting to their governing bodies, this tends to be in broad terms. Some, e.g., FAO, WHO and UNICEF, have provided information on precise quantifiable contributions. With the exception of UNDP, which is the manager of the resident coordinator system, provisions for support to the resident coordinator/United Nations country team are rarely reflected in the plans of agencies or biennial support budgets, although agencies support resident coordinator/United Nations country team workplans.

27. Contributions by United Nations organizations to the resident coordinator system take many forms. While many of the agencies/entities have assigned focal points for engaging in the functioning of the resident coordinator system at the headquarters level, fewer agencies are engaged across the board at the field level owing to non-representation, although this is changing. Aside from UNDP, UNFPA, UNICEF and WFP, WHO, FAO, ILO and UNAIDS, and increasingly UNEP, UNIDO and UN-Habitat, among others, engage extensively at the regional and country levels. ILO and UNESCO are strengthening their capacities in this regard. Country-level support is by nature uneven, due, in part, to the country context.

Furthermore, there are varying types of support to the resident coordinator system, such as cost-shared staffing arrangements to the resident coordinator office (although the bulk of support comes from UNDP as manager of the resident coordinator system), and in kind and financial contributions to joint activities.

28. At the regional level, some regional directors teams have significantly expanded in addition to UNDP, UNICEF, UNFPA and WFP, to have as many as 15 United Nations organizations. Inclusive participation in substantive oversight in and support to country-level programming is progressively increasing.

29. With regard to country-level participation of non-resident agencies, an assessment of the pilot implementation of the 2006 United Nations Development Group action plan on non-resident agencies indicates that achievements by resident coordinator offices and non-resident agencies participating in the pilot plan implementation have so far been mixed. UNDP has, over the last two years, funded the creation of 14 country-based national officer posts to support non-resident agencies, a number of which were in pilot "Delivering as One" offices and those beginning to develop a new UNDAF. The Millennium Development Goal Achievement Fund of Spain and the extra support given to the Delivering as One pilots have helped to increase non-resident agency participation in UNDAF processes and joint programmes. In some countries (e.g., Mauritius, Panama), the United Nations country team and non-resident agencies have assigned or created dedicated focal points for clusters of agencies. UNDG seeks to institutionalize wider engagement of non-resident agencies through strengthened accountability of the resident coordinator's in this regard. However, accountability measures should also be put in place to track commitments by non-resident agencies to work with the resident coordinator system, including through the provision of resources and internal incentives.

30. A greater number of United Nations organizations are collaborating and providing support to the resident coordinator induction and training. A total of 28 United Nations agencies, funds, programmes and secretariat bodies (and the International Organization for Migration) participated in resident coordinator induction briefings and contributed to funding resident coordinators' travel to Rome and Geneva headquarters. Further, an orientation package for new resident coordinators is being developed through an inter-agency task team. The new inter-agency cluster on trade and productive capacity under the United Nations System Chief Executives Board for Coordination is developing joint training for resident coordinators and United Nations country teams.

III. United Nations system coordination in the context of humanitarian response, post-conflict/post-disaster recovery and transition

31. In paragraph 71 of its resolution 62/208, the General Assembly requested the organizations of the United Nations system to strengthen interdepartmental and inter-agency coordination in order to ensure an integrated, coherent and coordinated approach to assistance at the country level, which takes account of the complexity of challenges faced by countries in transition from relief to development. In paragraph 76, the Assembly recognized the important role that the effective and responsive resident coordinator/humanitarian coordinator systems can play in

situations of transition from relief to development. In paragraph 5 of resolution 63/139 the General Assembly also requested the Secretary-General to strengthen the support provided to United Nations resident/humanitarian coordinators and to United Nations country teams.

32. The present section examines the support provided to the resident coordinator/humanitarian coordinator system in situations of early recovery and transition from relief to development. In such environments, complex challenges arise from dealing with: threats of conflict; coordination of a wide array of United Nations players as well as other partners providing external assistance; and mobilization of adequate, appropriately skilled, and timely capacities within the United Nations system, including funding. One of the main challenges in early recovery and transition is how to effectively address the need for quick response/visible results, while promoting national ownership of the processes and building national capacities of frayed national institutions within a longer time frame. A report of the Secretary-General to the Security Council in July 2009 will address gaps in early action for recovery in the immediate aftermath of conflict.[1]

33. A growing number of resident coordinators are called upon to perform humanitarian coordination functions. This includes not only those who are designated as humanitarian coordinators, but also those who are faced with small and medium-sized disasters that do not trigger the humanitarian coordinator designation. In transition, resident coordinators may retain the humanitarian coordinator designation and/or (where a peacekeeping or political mission is present) be designated as Deputy or Executive Representative of the Secretary-General or Deputy Special Coordinator, in addition to being Designated Official for United Nations Security.[2] As of March 2009, 27 resident coordinators are concurrently designated as humanitarian coordinators;[3] of these, 10 resident coordinators/humanitarian coordinators are at the same time Deputy Special Representative of the Secretary-General, Executive Representative of the Secretary-General, or Deputy Special Coordinator.[4] When such a peacekeeping or political mission is winding down, the resident coordinator may be assigned to take leadership of the United Nations integrated mission and serve concurrently as Executive Representative of the Secretary-General, managing staff and resources covered under Security Council mandate. Both the Special Representative of the Secretary-General and Deputy Special Representative of the Secretary-General/Resident Coordinator (or Executive Representative of the Secretary-General/Resident Coordinator or Deputy Special Coordinator/Resident Coordinator) ensure

[1] The report of the Secretary-General on peacebuilding in the immediate aftermath of conflict was prepared pursuant to the invitation of the Security Council in a presidential statement of 20 May 2008 [S/PRST/2008/16], to provide advice within 12 months on how the United Nations system might support national efforts in post-conflict countries to recover from conflict and establish the foundations for sustainable peace more rapidly and effectively.

[2] The resident coordinator is normally appointed as Designated Official for United Nations Security unless there is a more senior United Nations official resident in the country. See Accountability Framework for United Nations Security Management system (General Assembly resolution 61/263).

[3] All resident coordinators are accountable to the Emergency Relief Coordinator for the performance of humanitarian coordination functions in both the response and preparedness phases.

[4] In the Sudan, Liberia, the Democratic Republic of the Congo, Côte d'Ivoire, Timor-Leste, Haiti, Iraq, Burundi, occupied Palestinian territories, Afghanistan.

coherence between the work of the integrated mission and of the United Nations country team.

34. In those situations, the resident coordinator manages multiple management and reporting lines, which adds to the complexity of his/her tasks. As Executive Representative of the Secretary-General, s/he reports to the Secretary-General through the Under-Secretary-General for Peacekeeping/Political Affairs;[5] as Deputy Special Representative of the Secretary-General, to the Special Representative of the Secretary-General as the Senior United Nations representative in the country; to the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs for the humanitarian coordinator functions (if also designated as Humanitarian Coordinator); and to the Under-Secretary-General for Safety and Security (if assigned as Designated Official).

35. There are numerous and partly overlapping mechanisms and tools to support United Nations country teams across the areas of disaster risk reduction, emergency preparedness, response, as well as early recovery and transition from relief to development.

A. Coordination structures and mechanisms supporting resident coordinators/United Nations country teams

36. A range of agencies and inter-agency mechanisms at Headquarters support the United Nations country presence. They (a) develop guidance on approaches and tools for resident coordinators/United Nations country teams to work with in post-conflict and post-disaster recovery and transition; (b) provide technical assistance and advisory support to the resident coordinators; and (c) create mechanisms to quickly deliver funding support. The latest among the United Nations bodies supporting transition is the Peacebuilding Commission, established in 2005 to promote a coordinated and sustained level of support to countries emerging from conflict.

37. **Assistance to countries in preventing conflict.** Resident coordinators increasingly find themselves in politically sensitive situations (pre-crisis and post-crisis), particularly when they are responsible for ensuring the liaison with the work of United Nations Special Envoys or non-resident Special Representatives of the Secretary-General.

38. There is recognition of the special needs for support in such situations, and the United Nations Inter-agency Framework for Coordination on Preventive Action (the Framework Team) provides coordinated inter-agency support to resident coordinators/United Nations country teams in helping to take early action for conflict prevention in pre-conflict and post-conflict countries.

39. Within the framework of the Joint Department of Political Affairs-UNDP programme on building national capacities for conflict prevention launched in 2004, Peace and Development Advisers are deployed in select resident coordinator offices to guide United Nations country-level initiatives supporting national conflict-prevention efforts, including strengthening of national institutions and processes and the mainstreaming of conflict prevention into United Nations and national

[5] Dependent on the mission's lead department.

development plans and programmes. Over the past four years, resident coordinators in 16 countries have been assisted.[6] The Department of Political Affairs may provide support, when appropriate and as requested by the resident coordinator, such as in mediation.

40. **Assistance in preparing for and responding to emergencies.** The Office for the Coordination of Humanitarian Affairs supports resident coordinators and resident coordinators/humanitarian coordinators in leading and coordinating the preparedness and response efforts of United Nations and non-United Nations partners. To manage disaster response, support is provided to resident coordinator/humanitarian coordinators through the Office for the Coordination of Humanitarian Affairs field offices; in the case of resident coordinators, it is provided through the Office for the Coordination of Humanitarian Affairs Regional Office or through surge capacity from standby teams of disaster management professionals. In some cases, the Office for the Coordination of Humanitarian Affairs may also assign a Coordination Officer to the resident coordinator office.

41. **Integrated mission coordination.** To maximize the impact of the system's response, the Secretary-General has established integration as the guiding principle for all conflict and post-conflict situations where the United Nations has a country team and multidimensional peacekeeping operation or political mission/office, whether or not those presences are structurally integrated. All integrated United Nations presences (in 19 countries), should have a shared analytical and planning capacity, as well as an integrated strategic framework that should be reflected in and draw on all other United Nations planning, programming and budget instruments. Lead departments will ensure coordinated, coherent and consistent support and policy guidance. This approach will reinforce the United Nations integrated mission planning process, launched in 2006-2007. The system is under continuous review.

42. **Early recovery/transition coordination.** The joint Working Group on Transition of the United Nations Development Group and the Executive Committee on Humanitarian Affairs, develops policy, guidelines and tools in support of countries in post-crisis transition settings. The United Nations Development Operations Coordination Office, on behalf of United Nations Development Group members, provides resident coordinator offices/United Nations country teams with strategic planners, short- and medium-term technical support, training in strategic planning and coordination, and liaison at headquarters to ensure interdepartmental and inter-agency coordination. It is working with the United Nations Development Group/Executive Committee on Humanitarian Affairs Working Group on Transition to ensure that support to resident coordinator offices is more predictable, timely and comprehensive.

43. The Inter-Agency Standing Committee[7] Cluster Working Group on Early Recovery helps resident coordinators/humanitarian coordinators and United Nations country teams to develop recovery strategies at the earliest stages of crisis. With support from UNDP as lead agency, an early recovery adviser and early recovery cluster coordinator can be deployed at the country level. Efforts are ongoing to

[6] Guyana, Ecuador, Mauritania, Maldives, the Gambia, Ghana, Nigeria, Guinea-Bissau, Sierra Leone, the Sudan, Lesotho, Kenya, Zimbabwe, Yemen, Sri Lanka, and Fiji.

[7] The Inter-Agency Standing Committee brings together 17 humanitarian agencies including United Nations and non-United Nations organizations.

foster coherence and complementarities of the terms of reference of the strategic planners and early recovery advisers.

B. Frameworks and tools

44. Frameworks, guidance and tools are currently available to equip the resident coordinators and United Nations country teams in working with partners within and outside the United Nations system in responding to country needs in different situations from emergency to recovery and transition. For example, the post-conflict needs assessment and transitional results framework maps the needs in a country emerging from crisis and defines priorities and their financial implications. It provides a common analytical platform for coherence of the activities of different actors and stakeholders, in support to a country in transition, under the leadership of the national authorities.

45. Other specific sectoral guidance and tools are available or being developed under the leadership of some agencies. Resident coordinators have requested that those tools be simplified and consolidated.

46. The United Nations Development Operations Coordination Office, in collaboration with Inter-Agency Standing Committee/Cluster Working Group on Early Recovery and Secretariat departments, will issue by the second quarter of 2009, consolidated guidance for United Nations country teams bringing together information on all available guidance, tools and support facilities to facilitate the work of resident coordinators/United Nations country teams and other parts of the United Nations system with regard to early recovery and transition.

C. Funding mechanisms

47. Various funding mechanisms may be used in emergencies or transition from relief to development, depending on the country situation, the nature and purpose of funded activities, and the institutional actors involved. The variety of funding mechanisms brings much complexity to the management of coordination. A key challenge continues to be bridging the funding gap between the relief phase and the early recovery/recovery and development phase.

48. **Central Emergency Response Fund and country-based humanitarian pooled funding.** The Central Emergency Response Fund, created in 2005, is a main source of immediate funding for the United Nations system for humanitarian emergencies. It consists of both loan and grant elements. The loan covers immediate expenditures by United Nations agencies in the aftermath of a humanitarian crisis while waiting for donor pledges to be transferred. The two grant windows of the Central Emergency Response Fund provide the resident coordinator/humanitarian coordinator with the ability to request funding for life-saving assistance.

49. Complementary to the Central Emergency Response Fund, various country-based humanitarian pooled funds/multi-donor trust funds have been established over recent years. Pooled funds strengthen the resident coordinator/humanitarian coordinator leadership and coordination in the country in line with reforms aimed at better coordination, lower transactions costs, needs-responsiveness building on the principles of good humanitarian donorship.

50. **Funding for recovery and transition.** Multi-donor trust funds are increasingly the modality for pooling and managing donor contributions in post-disaster and post-conflict transition. They allow more harmonized management of multidimensional efforts involving other parts of the United Nations system. Multi-donor trust funds have been instrumental in strengthening the resident coordinator leadership role in recovery/stabilization efforts in Iraq, Lebanon, Nepal and the Sudan, including for South Sudan. Those funding mechanisms have been vital in supporting critical interventions that provide immediate and visible peace dividends in the aftermath of conflict, such as restoration of basic services, and return and resettlement of displaced populations.

51. In the absence of an agreed funding framework for recovery, some country teams have used the consolidated appeals process mechanism by expanding its scope to include early recovery activities. Transitional appeals have been launched with varying success, depending on the extent to which the appeal is based on a solid strategic approach (as reflected in a transitional plan/strategy or United Nations Development Assistance Framework), and the level of engagement with government and donors from the outset. Building on lessons learned, the United Nations Development Group has developed a guidance note on funding for transition.

52. **Peacebuilding Fund.** For countries emerging from conflict, the Peacebuilding Fund, established in 2006, provides catalytic support, in particular in areas where no other funding is available. It targets peacebuilding activities which directly contribute to post-conflict stabilization and strengthen the capacity of relevant national authorities.

53. **Others.** Aside from global or country-based pooled funds, there are also agency-specific funds for humanitarian response and early recovery activities.

54. While technical and funding support facilities have increased and are continuously being developed to better respond to the needs of the United Nations country presence in complex humanitarian and transition situations, there are still numerous challenges for the United Nations system as a whole and the resident coordinator system in particular. Further streamlining headquarters structures and modalities of support to the United Nations country presence will greatly help efficiency and effectiveness at the country level.

55. For resident coordinators,[8] main areas of concern are:

(a) There has been a significant increase in expectations placed on the resident coordinator functions, most especially in complex situations. Support to the resident coordinators at the field level has been in the form of a variety of short-term surge capacities within a 12- to 18-month period. However, resident coordinators' support over the medium- to long-term transition has been kept at a minimal level although demand for recovery remains complex. There is a need to ensure that staff and operational support to resident coordinator offices match the complexity and magnitude of operations, and that such support remains predictable and covers a more realistic recovery period.

[8] Reference to resident coordinators considers the other functions, such as humanitarian coordinator, Deputy Special Representative of the Secretary-General, Executive Representative of the Secretary-General, and/or Deputy Special Coordinator and Designated Official.

(b) Under current arrangements, resident coordinators have to manage multiple priorities coming from different mandates, as well as reconcile different approaches. The relevant Headquarters units/mechanisms need to coordinate effectively in order to provide timely, consistent and coherent support and guidance to the resident coordinators in their numerous capacities in supporting the United Nations country strategy in response to national priorities.

(c) Resident coordinators and United Nations country teams, as well as national Governments concerned, need to be appropriately consulted and brought into headquarters pre-mission planning processes at the earliest possible stages.

(d) In order to ensure that there is no capacity gap, resident coordinators need clearer guidance about when the humanitarian coordinator designation ends as well as stronger and more predictable support when the Office for the Coordination of Humanitarian Affairs presence phases-out.

56. To further improve the system, there is also a need to consider the importance of strengthening the United Nations partnership with non-United Nations players, including donors, humanitarian organizations and local players at the country level, ensuring transparency and cost-effectiveness of United Nations business practices and funding management arrangements through better information and communication.

IV. Coherence and enhanced development effectiveness and efficiency

57. General Assembly resolution 62/208 reaffirms that the resident coordinator system is a key instrument for the effective and efficient coordination of operational activities for development of the United Nations system at the country level, including through the formulation of the common country assessment and the United Nations Development Assistance Framework. It urges the United Nations system to use opportunities within the United Nations Development Assistance Framework for joint initiatives, including joint programmes to enhance effectiveness and efficiency. The section outlines the work of the resident coordinator system in contributing to national development priorities and increased efficiency in business processes. It illustrates to some extent benefits of coordination.

A. Alignment and contribution of the United Nations system to national development priorities

58. Continuous improvements have been introduced by the United Nations Development Group to strengthen coherence and efficiency through the common country assessment-United Nations Development Assistance Framework process. Those improvements relate to alignment with national priorities, results and systems; use of common approaches to capacity development; focus and collaboration around national priorities through joint programmes; and harmonization as well as simplification of programming processes.

1. Alignment with national planning and programming processes and priorities

59. A key to achieving greater coherence and integrated programming through the common country assessments and the United Nations Development Assistance Framework is the capacity of national authorities to lead the processes, including their capacities to undertake analysis and to agree on priorities for United Nations cooperation. Alignment and appropriate dovetailing of the United Nations country programming processes with national planning and programming processes is essential in this regard. Experiences in the Delivering as One pilot countries show that flexibility in adjusting country programming to national processes and involving the national authorities from the very beginning made for stronger national participation and Governments taking oversight roles.

60. Involvement of national authorities in common country assessments-United Nations Development Assistance Framework processes still varies widely across country contexts, depending on the profile and quality of engagement of the United Nations system in a country, as well as national capacities to engage and lead the process. The number of UNDAFs aligned with national planning cycles or processes has increased from 56 at the end of 2007 to 101 (out of 104 UNDAFs) at the end of 2008.[9]

61. In countries where existing analytical work is adequate, more United Nations country teams are choosing to build on those analyses or support only supplemental analyses. In 2007, only about half of the countries developing a new UNDAF chose to prepare a full common country assessment.

62. While a full common country assessment is now optional depending on the quality and availability of existing country analytical work, there is, however, some discussion within the United Nations system about whether United Nations country teams should always produce, at the minimum, a synthetic analysis. Such analysis should represent the United Nations collective view of the country situation, and could thus serve as its platform for multi-stakeholder dialogues in the context of the United Nations Development Assistance Framework and national planning processes, including the poverty reduction strategy paper.

63. Alignment with national priorities is improving as indicated in the 2008 survey of the Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC) and an inter-agency assessment on the implementation of the Paris Declaration. Coordination within United Nations country team thematic groups and more effective interface with partners' sector groups (for developing poverty reduction strategy paper development or sector programme approaches) are helping to align the United Nations Development Assistance Framework with national priorities.

2. Coherence in supporting national development priorities and capacity development for achieving Millennium Development Goals

64. In triennial comprehensive policy review resolutions, the General Assembly has consistently recognized that capacity development is essential for the achievement of internationally agreed development goals, including the Millennium

[9] In 2008, 38 United Nations country teams reported that they did not use the United Nations Development Assistance Framework as a common planning instrument, but used other forms agreed with the Government.

Development Goals. The Millennium Development Goals are the overarching framework for the United Nations Development Assistance Frameworks and capacity development activities of the United Nations system. Development of national analytical and policy development capacities have been widely supported by United Nations country teams, notably through strengthening of national statistical systems to measure and assess progress in poverty reduction and achievement of the Millennium Development Goals. Some 141 countries have produced Millennium Development Goal reports. Other support includes costing of Millennium Development Goals; integration of those Goals into national development plans and poverty reduction strategies, where they exist, linking them with national budgets and expenditure reviews; and development of legislative frameworks and policies supporting the Millennium Development Goals, such as those undertaken in Bhutan, Cambodia, Kenya, Kyrgyzstan, Sierra Leone, Lesotho and others. From United Nations system experiences in sub-Saharan Africa, the United Nations Development Group has identified good practices for scaling-up Millennium Development Goal achievement, demonstrating progress and results in capacity development efforts in specific Millennium Development Goals.

65. The United Nations system recognizes the importance of engaging in poverty reduction strategy papers, which are considered a primary vehicle to reach the Millennium Development Goals (where there is no dedicated national strategy to achieve those Goals) and the main vehicle for international partnership with Governments in International Development Association-eligible countries. Poverty reduction strategy papers have also become more central, as most DAC members coordinate their support around poverty reduction strategy papers in the aid effectiveness reform agenda. Thus, United Nations country teams in more than 65 countries (2007) have actively engaged in poverty reduction strategy papers; supported high-level policy and multisectoral dialogues; and provided advice to government partners, among others.

66. United Nations country teams' engagement in poverty reduction strategy papers may help to address perceived weaknesses of poverty reduction strategy papers. This includes strengthening the focus on poverty and Millennium Development Goals, supporting local solutions to poverty reduction, strengthening sectoral strategies where poverty reduction strategy papers are found to be weak, and strengthening linkages with the normative work of the United Nations system, thus providing a balance to the focus on growth which characterizes most poverty reduction strategy papers.

3. Achieving coherence through focus and synergies in the United Nations Development Assistance Framework and joint programming

67. The common country assessment/United Nations Development Assistance Framework guidelines recommend that the United Nations Development Assistance Frameworks focus on three to five priority areas in the national development framework. A review of a sample of recent United Nations Development Assistance Frameworks indicate that more United Nations country teams are limiting priority result areas to within five, and correspondingly fewer United Nations Development Assistance Framework outcomes. Some United Nations country teams have also made efforts to focus on fewer country programme outcomes. Newer Development Assistance Frameworks are showing greater coherence and contributions by agencies are increasingly identified at the level of outputs and activities. The

Rwanda United Nations country team, one of the eight Delivering as One pilot countries, has evolved a common operational document which delineates the division of labour among agencies at the level of activities. This common operational document transforms the results matrix into a common integrated action plan, including agency activities, indicative financial resources framework, and institutional as well as management arrangements among United Nations country team members and between the United Nations country team and national partners. This operational document is more instrumental in managing accountability for results. Such an approach, to be further elaborated, will be under review by the United Nations Development Group for possible application in countries which will develop new United Nations Development Assistance Frameworks.

68. United Nations country teams are appreciating the value added of joint programming, i.e., stronger teamwork, better positioning in policy dialogue, improved division of labour and synergy, increased accountability and mobilization of additional resources. Governments of programme countries also see its impact in reducing transaction costs. The Delivering as One pilot experience also indicates that the mechanisms for joint programming are bringing United Nations organizations together and ensuring effective use of the differentiated expertise of the United Nations, including the specialized and non-resident agencies.

69. Joint programmes, as a tool to promote coherence in specific sectors or cross-cutting issues, are used increasingly, with some 610 joint programmes in the United Nations Development Group database (up from 440 in 2008), in 110 countries. In general, United Nations country teams have between three and five joint programmes, many in HIV/AIDS and conflict/disaster response. The Spain-supported Millennium Development Goal Achievement Fund generated some 230 joint programme proposals.

70. The quality and value added of joint United Nations Development Assistance Framework reviews and final evaluations as instruments of coherence have yet to be fully assessed. The United Nations Development Assistance Framework final evaluation was made mandatory only in 2008. The United Nations Development Assistance Framework annual reviews increased from 4 in 2005 to 49 in 2008, some of them aligned with the national review process. The number of United Nations Development Assistance Framework evaluations has also increased to nine in 2008. The increasing numbers indicate a better appreciation of the value of these instruments for results accountability. These reviews and evaluations will be made available to the United Nations system as a basis for assessment of system-wide coherence and effectiveness.

71. Coherence in country programming still faces important challenges. The formulation of United Nations Development Assistance Frameworks still tends to be all-encompassing and primarily driven by mandates given to individual agencies. Cohesion tends to be stronger where there is shared understanding for a unified United Nations country team response to compelling national issues. Joint programmes pose numerous challenges including those arising from variations in business practices. As participation from non-resident and specialized agencies in country programming increases, United Nations country teams grapple even more with the challenge of achieving coherence and strategic focus in United Nations Development Assistance Framework priorities, while ensuring inclusiveness and promoting the unique mandates and expertise available in the United Nations

system. Priority-setting has to be decided within the United Nations Development Assistance Framework mechanisms, with strong participation of national authorities and consultation with national partners. A strategic priority-setting approach for United Nations country teams has been developed for use in the United Nations Development Assistance Framework roll-out countries and used in Rwanda. Contributions by United Nations country team members and staff to joint results and teamwork should find reflection in their organizations' performance appraisal system.

72. As efforts in harmonization scale up, there is also a need to remain focused on ensuring higher quality United Nations Development Assistance Frameworks, including further improving their analytical foundation. There is also the challenge of taking into account normative dimensions and additional mandates (e.g., disaster risk reduction, conflict prevention). While the normative role of the United Nations is increasingly finding reflection in the United Nations Development Assistance Frameworks, the variety of analytic and operational tools need to be kept manageable, coherent and practicable. Inadequacies in results orientation of many Development Assistance Frameworks and their results matrices also need to be addressed. As the number of Development Assistance Framework annual reviews increases along with stronger emphasis on accountability for results at the country level, there is a need to adjust to the operational constraints of the United Nations system and those of national partners on the ground. In response to these challenges, the United Nations Development Group is mounting a major initiative to strengthen capacities of and enhance support to United Nations country teams developing new United Nations Development Assistance Frameworks in 2009-2011.

B. Increased efficiency in business processes

73. There has been progress towards greater harmonization in programming processes as well as in several areas of country business operations, resulting in efficiency gains. Progress has been particularly noteworthy in the Delivering as One pilot countries where participating agencies have been willing, where appropriate, to accommodate adjustments and introduce flexibility on a pilot basis. Delivering as One pilot United Nations country teams are each taking a lead in particular areas of business practices and finance to explore solutions towards greater simplification and harmonization and which the United Nations Development Group may consider for upscaling. Issues that need more system-wide agreement are referred to the High-level Committee on Management for possible follow-up.

1. Reduced programme documentation

74. Programming innovations at the country level are producing ways to enhance coherence and reduce documentation for national partners. These include the adoption of joint implementation plans or United Nations Development Assistance Framework action plans and a more advanced common operational document modelled in Rwanda. These instruments, adopted in nine countries, including Delivering as One programme pilot countries and some countries voluntarily pursuing similar approaches, are designed to replace and reduce the number of agency-specific documents by bringing together in an integrated way the operational elements to implement the United Nations Development Assistance Framework. Experience shows that such instruments, as well as joint programmes, may lead to

efficiency gains or reduce transactions cost, e.g., reduction in separate agency workplans and planning meetings.

75. Harmonization measures, such as adoption of a common United Nations Development Assistance Framework operational document/action plan or common United Nations country team Development Assistance Framework results achievement report, may involve heavy initial investment in change processes. If common operational documents do not meet the requirements of decision-making processes of the governing bodies of agencies, this may result in additional documentation.

2. Savings in operational and transactions costs

76. United Nations country teams, especially Delivering as One pilot countries, have reported some efficiency gains, particularly by adopting common premises and services. Many United Nations country teams are adopting long-term agreements with suppliers to reduce the cost of tendering and to get more favourable terms.

77. In the area of human resources, the United Nations country team in Albania is starting to share programme/project staff under joint programmes.

78. The Uruguay Office has assisted the UNDP/Multi-Donor Trust Fund Office in facilitating the development of a web-based reporting system consolidating narrative progress and financial reports from participating organizations to UNDP, in its capacity as the Administrative Agent of various multi-donor trust funds, for subsequent reporting to donors and national Governments.

79. Efficiency gains are also reported in the use of the harmonized approach to cash transfers, indicating its potential to reduce transaction costs if more widely implemented among agencies.

80. Some organizations have indicated that increased decentralization, with increased delegation of administrative responsibilities to the country level (including financial authority, procurement and recruitment, among others) has allowed improvement in their services at the country level with some cost savings.

V. Costs and funding of country-level coordination

A. Funding from/through the United Nations Development Programme

81. As manager of the resident coordinator system, UNDP has a dedicated budget from its regular/core resources, which is the main source of funding for the resident coordinator system. Table 1 reflects resident coordinator system funding from UNDP regular/core and non-core resources from 2004 to 2008. UNDP resources come from its biennial support budget (A.1) and its programming arrangements (A.2). UNDP and the United Nations Development Operations Coordination Office also mobilize (non-core) donor support under United Nations Country Coordination Funds.

Table 1

Funding of the resident coordinator system by and through UNDP and the United Nations Development Operations Coordination Office, 2004-2008

(Thousands of United States dollars)

Funding source	*2004*	*2005*	*2006*	*2007*	*2008*
A. UNDP (regular funds					
1. UNDP operational support to the resident coordinator system					
(a) Core cost of resident coordinator/resident representative function and resident coordinator office	50 528	52 132	53 579	61 431	66 766
(b) Support to non-resident agencies[a]	—	—	—	—	556
(c) Support to regional director teams[a]	—	—	—	—	687
(d) Support to Delivering as One pilots[a]	—	—	—	—	314
(e) Support to the United Nations Development Operations Coordination Office/headquarters[b]	1 422	1 372	1 604	1 717	1 765
2. Support to resident coordinator funds (allocated and monitored through the United Nations Development Operations Coordination Office[c]	13 527	14 264	13 193	12 687	15 635
Total A	**65 477**	**67 768**	**68 376**	**75 835**	**85 723**
B. United Nations Development Operations Coordination Office (funds raised from donors through the United Nations Country Coordination Fund)					
Allocated to headquarters and regional structures					
1. Support to United Nations Development Operations Coordination Office/headquarters, United Nations System Staff College[d]	5 300	6 961	7 191	9 445	10 181
2. Support to regional director teams	—	—	—	200	517
Allocated to resident coordinator offices					
3. Support to United Nations country teams	—	—	2 063	3 498	9 217
4. Additional support to post-crisis United Nations country teams	1 225	2 119	3 531	3 325	4 440
5. Support to Delivering as One pilots	—	—	—	—	1 250
Total B	**6 525**	**9 080**	**12 785**	**16 268**	**25 605**
Total resident coordinator system support	**72 002**	**76 848**	**81 161**	**92 103**	**111 328**

Source: UNDP, the United Nations Development Operations Coordination Office.

[a] Prior to 2008, support to non-resident agencies, regional director teams, and Delivering as One pilots (where relevant) was aggregated and included under core cost of resident coordinator/resident representative and resident coordinator office (A.1.a)

[b] Total management allocations: cost of posts + general operating expenditures.

[c] In accordance with Executive Board decision 95/23, UNDP has also allocated Programme support to resident coordinators (support to resident coordinator funds) from its programming arrangements. This provides seed money to strengthen country-level coordination and allow resident coordinators to respond quickly to opportunities for system-wide collaboration in response to national priorities, including for recovery and transition.

[d] Prior to 2008, Support to regional director teams (B.2), Support to United Nations country teams (B.3), regional director teams, and Support to Delivering as One pilots (B.5) — where relevant — were aggregated and included within Support to the United Nations Development Operations Coordination Office/Headquarters (B.1).

82. The aggregate cost of UNDP support to the "coordination" function at the country level comprises staff, including the resident coordinator/resident representative salary portion, as well as operational and administrative support costs. It represents a percentage of a UNDP country office cost based on workload survey. It represented 26 per cent in 2007 and 28 per cent in 2008. This change also reflects increases in cost factors (inflation and currency) as well as the strengthening of UNDP country capacity beginning in 2006/07.

83. Total expenditure on United Nations operational activities in 2007, the latest year for which full system-wide data currently available, totalled $17.4 billion. Actual support for the United Nations resident coordinator system from or through UNDP in 2007 totalled $92 million, $76 million of which was provided by UNDP and $16 million of which was raised from donors by the United Nations Development Operations Coordination Office. Coordination costs in 2007 therefore stood at 0.53 per cent of the total expenditures for operational activities of the United Nations system.

84. Expenditures for the United Nations resident coordinator system from or through UNDP amounted to $111.3 million in 2008. Of this total, $85.7 million — or 77 per cent — came from UNDP. These expenditures relate to, for example, the core cost attributable to the resident coordinator/resident representative function and country-level coordination; support to non-resident agencies; and United Nations Development Operations Coordination Office. A further $25.6 million — representing 23 per cent of the total — was raised from donors by the United Nations Development Operations Coordination Office (into the United Nations Country Coordination Funds). This latter category includes funding channelled to UNDP country offices to support coordination and country-level and regional training to facilitate effective United Nations common country programming. United Nations Country Coordination Funds contributions increased by 57 per cent between 2007 and 2008.

85. United Nations country teams draw much of their support to coordination through the support to resident coordinator funds including staffing of resident coordinator offices, and joint activities such as conduct of UNDAF midterm reviews. United Nations country teams staff training on new programming guidelines; advocacy plans; preparation of joint programmes; implementation of harmonized approach to cash transfers; and others. The United Nations Country Coordination Fund supplements support to resident coordinator funding, including for post-conflict transition and additional support costs in Delivering as One pilots. Delivering as One programme pilot countries received additional support of about $156,000 on average in 2008.

Table 2
Average expenditure per country at the field level, from/through UNDP, 2004-2008
(Thousands of United States dollars)

UNDP funding modality (based on 136 countries)	*2004*	*2005*	*2006*	*2007*	*2008*
UNDP core cost of resident coordinator/resident representative function and resident coordinator office	372	383	394	452	491
Support to resident coordinator funds and Country Coordination Fund-allocated to resident coordinator offices (for 2004 and 2005 differentiated country-level figures are not available)	—	—	112	119	183
Total	**372**	**383**	**506**	**571**	**674**

Source: Table 1 and UNDP, the United Nations Development Operations Coordination Office.
* Excluding the additional Country Coordination Fund funds allocated to countries for support to post-crisis support and Delivering as One.

B. Funding from other United Nations organizations and other sources

86. It is not possible at this stage to draw a systematic comprehensive picture of sources of funding in support of the resident coordinators system from non-UNDP resources, both at headquarters and country levels. This is due in part to lack of standardized reporting by agencies. Much of the contributions by agencies at country-level are "in-kind" (staff and non-staff resources, including from regional resources). The UNDG through the United Nations Development Operations Coordination Office has initiated the development of a country-level database with regard to funding and benefits of coordination for the synthesis of resident coordinator annual reports due in 2009.

87. In the case of UNAIDS, resident coordinators, as mandated, lead the process of establishing the Joint United Nations Team on AIDS, and a UNAIDS country coordinator and/or a Coordination Officer is an integral part of the support to the resident coordinator system. United Nations country teams receive support from the joint programme: Programme Accelerated Fund from $30,000 to up to $400,000 per country (with exceptional allocations for a few countries), and the Programme Support Funds, which allots $5,000 to $40,000 per country. The Programme Accelerated Fund supports United Nations HIV/AIDS Theme Groups as well as other national partners' activities, while the Programme Support Funds are for the specific uses of the UNAIDS Country Coordinator.

88. UNICEF estimates its funding contribution to resident coordinator system activities, mostly in programmatic and thematic collaboration, at approximately $1.0 million covering all programme countries. Some agencies post coordination officers to support coordinated programmes, e.g., UNEP Delivering as One regional coordinators.

89. **Security management**. The Department of Safety and Security provides technical and operational support to resident coordinators and United Nations country teams in 120 countries, with regard to their functions as Designated Official for Security and in-country Security Management Team, respectively. This includes

support on security management and coordination, crisis management, risk assessment and security planning in programme planning, training, and staff counselling. The value of Department of Safety and Security contribution to resident coordinator/United Nations country team training and staff counselling in 2008 is approximately $272,322, up by about 25 per cent from 2007.

VI. Conclusions and recommendations

90. The last two years have seen important progress and numerous achievements in enhancing the functioning of the resident coordinator system, including support, in the areas of: management and accountability; resident coordinator recruitment, selection and training; system-wide participation; and coherence in country programming and harmonization in country business processes. Innovations from Delivering as One pilot countries are producing better tools and business practices. Drawing on innovations and lessons learned, the UNDG will continue to further refine and develop additional operational frameworks, guidance, and tools in 2009-2010.

91. The present report identified a number of challenges which the UNDG agencies, and/or other relevant United Nations entities may consider:

(a) There is, in general, a need to review the appropriate level and type of support that a resident coordinator office requires in order to perform effectively in different country contexts, more especially in complex situations.

(b) While resident coordinators are expected to function on behalf of the United Nations system as a whole, and are subject to performance review by various agencies, there is a need to build on the resident coordinator system management and accountability system to clearly identify resources and contributions by members of the United Nations system in support of the resident coordinator system (particularly of coordination functions at the country level), and to balance mutual accountability between the resident coordinator and United Nations country team members through a more reciprocal process.

(c) There is a need for more systematic and consistent reporting among agencies of their participation and support to the resident coordinator system as part of their strategic plans, programme budgets and reports to their governing bodies. Contributions to joint United Nations country team activities or coordination workplans should have allocations in their respective budgets.

(d) Headquarters units/mechanisms need to coordinate effectively in order to provide relevant and efficient support and guidance to the resident coordinators in their numerous capacities in managing the United Nations system country strategy in response to national priorities, more especially in crisis and post-crisis transition countries where resident coordinators face more complex challenges with multiple and urgent priorities coming from different mandates.

92. The Council may wish to:

(a) Encourage the United Nations Development Group to:

(i) Continue its effort to develop a statistical database to systematically collect country-level information that will enable more concrete and quantifiable assessment of the benefits and costs of coordination;

(ii) Continue to strengthen effective system-wide support to the resident coordinator system, especially at the country level;

(b) Request the United Nations Development Group to:

(i) Undertake a review of the scope of country coordination functions and requirements in a range of country settings, including in post-crisis transition countries, and establish standards for the type, level of staff and operational support capacities that would normally be needed to effectively fulfil those functions and options to provide them;

(ii) Develop a strategy for mobilizing resources to support effectively functioning resident coordinator offices on the basis of such an assessment (a) (i);

(c) Encourage United Nations system agencies that are active in country-level coordination and have field offices, to systematically and periodically include in their strategic or operational plans and budgets and in reporting to their boards, their support to the resident coordinator system, including quantifiable information.